

AEAE0 (600-20a)

30 July 1999

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USAREUR Affirmative Action Plan

This memorandum expires 1 year from date of publication.

1. References:

a. AR 600-20, 30 March 1999, Army Command Policy.

b. [USAREUR Command Policy Letter 1](#), 1 March 1999, Leadership and Force Readiness.

2. A positive command climate directly affects a unit's human-relations status. Discrimination or the perception of discrimination can seriously harm unit readiness, hurt morale, and interfere with job performance.

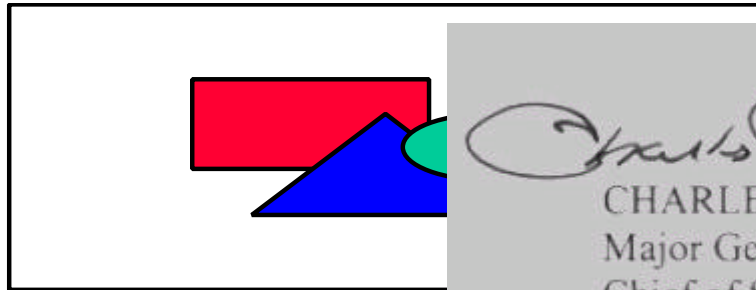
3. Soldiers, civilian employees, and family members perform best as a unit when they are treated with fairness, dignity, and respect. Unit cohesion is the key to creating an environment in which merit is the only differentiation.

4. The enclosed USAREUR Affirmative Action Plan (AAP) will help commanders identify real and perceived discrimination. Leaders must enforce DA and USAREUR Equal Opportunity (EO) policy and procedures. Nothing less than 100-percent compliance will be tolerated.

5. Leaders will immediately and thoroughly investigate formal and informal EO complaints while protecting the rights of all involved. If unfair practices are identified, appropriate corrective actions will be taken.

6. The USAREUR AAP will help commanders establish a positive command climate and ensure that everyone is treated with fairness, dignity, and respect.

FOR THE COMMANDER:



CHARLES C. CAMPBELL
Major General, GS
Chief of Staff

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DISTRIBUTION:

Cmd-level A ([USAREUR Pam 25-31](#))

USAREUR AFFIRMATIVE ACTION PLAN

SECTION I RESPONSIBILITIES AND PROCEDURES

1. REFERENCES

- a. AR 20-1, Inspector General Activities and Procedures.
- b. AR 350-1, Army Training.
- c. AR 600-20, Army Command Policy.
- d. DA Pamphlet 600-26, The Department of the Army Affirmative Action Plan.
- e. DA Pamphlet 600-69, Unit Climate Profile, Commanders Handbook.
- f. Training Circular (TC) 26-6, Commander's Equal opportunity Handbook.
- g. Message, HQDA, DAMO-ZA, 101414 February 1998, subject: Unit Implementation of Human Relations Action Plan.
- h. Department of the Army, Office of the Deputy Chief of Staff for Personnel, Directorate of Human Resources, Leadership Division website at <http://www.odcsper.army.mil/hr>.
- i. [UR 612-1](#), Community Centralized In- and Outprocessing.
- j. [UP 600-21](#), Equal Opportunity and Equal Employment Opportunity Observances.
- k. Deputy Chief of Staff, Personnel, USAREUR, Equal Opportunity website at <http://www.per.hquareur.army.mil/services/equal>.

2. ABBREVIATIONS AND TERMS

a. Abbreviations.

1SG

first sergeant

7ATC

Seventh Army Training Command

AAP

affirmative action plan

ANSR

Annual Narrative and Statistical Report

ASG

area support group

AR

Army regulation

BSB

base support battalion

CSM

command sergeant major

DA

Department of the Army

DSN

Defense Switched Network

EO

equal opportunity

EOA

equal opportunity adviser

EOCAS

equal opportunity climate assessment survey

EOL

equal opportunity leader

HQDA

Headquarters, Department of the Army

HQ USAREUR/7A

Headquarters, United States Army, Europe, and Seventh Army

ITC

inprocessing training center

NCO

noncommissioned officer

POC

point of contact

POSH

Prevention of Sexual Harassment

QNSR

quarterly narrative statistical report

QTB

quarterly training briefing

REDCAT

racial and ethnic designation categories

SSG

staff sergeant

TC

training circular

TRADOC

United States Army Training and Doctrine Command

UP

USAREUR pamphlet

UR

USAREUR regulation

USAREUR

United States Army, Europe

YTB

yearly training briefing

b. Terms.**affirmative action**

Positive action by DA activities to ensure soldiers, civilian employees, and family members are treated with fairness, dignity, and respect. Affirmative action includes identifying opportunities for women and minorities and encouraging interest in these opportunities to compensate for disadvantages and inequities that may have resulted from past discrimination.

affirmative action plan

A management document designed to identify and correct inequities in an organization caused by discrimination based on or related to skin color, gender, national origin, race, or religion. Affirmative action plans assess inequities and recommend policies and programs that will correct them and ensure fairness and equal opportunity in personal and professional matters.

equal opportunity

Consideration and treatment based only on ability, fitness, and merit.

equal opportunity adviser

An officer, noncommissioned officer, or civilian employee trained by the Defense Equal Opportunity Management Institute and serving in a full-time equal opportunity position at a brigade- or higher-level unit.

equal opportunity leader

A school-trained soldier in the rank of staff sergeant or higher who has the part-time, additional duty of advising battalion and company commanders on equal opportunity issues.

human-relations training

Training on a variety of topics to provide the skills necessary to develop and maintain high-performing, cohesive teams, units, and communities. Human-relations is a leadership and force-readiness issue. The readiness of our units and quality of our communities depends on a positive human-relations climate--one that allows soldiers, civilians, and family members to be a part of our winning team. The Army defines human-relations training as training in the areas of suicide prevention, alcohol and drug abuse, standards of conduct, homosexual policy, fraternization, rape prevention, sexual misconduct, prevention of sexual harassment, equal opportunity, extremism, and religious accommodation.

key-leadership or career-enhancing positions

Positions that are necessary for career development. For officers they will include at least company, battalion, and brigade commander positions, and executive officer and S-3 positions at battalion and above. For noncommissioned officers they include at least nominative command sergeant major positions as well as company and detachment first sergeant positions.

major reporting commands

V Corps, 21st Theater Army Area Command, United States Army Southern European Task Force, Seventh Army Training Command, 1st PERSCOM, 266th Finance Command, and area support groups (ASGs). Major reporting commands collocated with an ASG may consolidate the ASG report with their own.

minority

People of color or any other group (based on ethnicity, national origin, or religion) that makes up less than a majority of the population of a particular organization.

3. GENERAL

Everyone must be treated with fairness, dignity, and respect. Human-relations is a force-readiness issue. The readiness of our units and the quality of our communities depend on a positive human-relations climate--one that allows soldiers, civilians, and family members to be part of our winning team. The USAREUR Affirmative Action Plan (AAP) will help commanders--

- a. Identify and assess inequities.
- b. Monitor the command climate.
- c. Revise or develop policies and programs to correct institutional discrimination.
- d. Base actions on ability, fitness, and merit.
- e. Foster a command climate that is free of racial and sexual conflict.
- f. Establish specific affirmative actions and personnel management policy.

4. RESPONSIBILITIES

a. The Chief, Equal Opportunity Office, Office of the Deputy Chief of Staff, Personnel, HQ USAREUR/7A, will--
(1) Be a panel member of the USAREUR Sergeant Morales Club discussion program.

(2) Provide human-relations training during pre-command training programs.

b. Commanders will--

(1) Be the command equal opportunity (EO) officer.

(2) Develop an AAP (down to brigade-level) and monitor program execution in the command. AAPs will include milestones that state the command's goals. Goals will be designed to redress inequities for women and minorities.

(3) Establish EO training requirements consistent with regulatory guidance and command needs. Incorporate other staff experts (chaplain or safety) when conducting corresponding human-relations training.

(4) Post written command EO policy.

(5) Ensure that unit equal opportunity leaders (EOLs) meet training requirements in [d below](#).

(6) Take action to eliminate discrimination and barriers to equal opportunity.

c. Equal opportunity advisers (EOAs) will--

(1) Be the commander's primary adviser on equal opportunity.

(2) Coordinate and monitor the command EO program.

(3) Assist the commander by conducting regular assessments of the EO climate.

(4) Assist the commander by recommending actions to redress identified inequities.

(5) Refer formal EO complaints to the commander if investigation is required.

d. EOLs will--

(1) Be in the rank of staff sergeant (SSG) or above and appointed on orders.

(2) Attend the Seventh Army Training Command (7ATC) EOL course or an 80-hour United States Army Training and Doctrine Command (TRADOC) certified EOL course.

(3) Perform EOL duties as an additional duty.

(4) Assist commanders in maintaining a positive human relations environment by identifying factors that detract from positive relations.

(5) Refer formal equal opportunity complaints to EOAs.

5. POLICY

a. USAREUR personnel will provide a positive human-relations environment based on ability, fitness, and merit. Commanders will ensure that individuals receive equal and impartial treatment when they are considered for assignments, awards, discipline, promotions, retention, and separation.

b. Commanders will develop a command AAP to--

(1) Assess the command climate and develop policies and procedures to establish and maintain a positive human-relations environment. An effective AAP requires participation at all levels.

(2) Develop leaders who are sensitive to human-relations issues and concerns. Leaders must be aware of the elements of discrimination and the past under-representation of women and minorities in key leadership or career-enhancing positions.

(3) Consciously monitor the representation of women and minorities in key-leadership or career-enhancing positions. Qualified personnel must have an equal opportunity to serve in these positions.

(4) Strengthen elements that enhance combat readiness in the chain of command and unit cohesion.

6. REPORTS

Commanders of major reporting commands ([para 2b](#)) will submit reports to the Commander, USAREUR/7A, ATTN: AEAEO, Unit 29351, APO AE 09014, as directed below.

a. By the 15th day of the month after each quarter, major reporting commands will submit the following reports:

(1) The Department of the Army Quarterly Narrative Statistical Report (QNSR) in the DA automated data collection format. The format can be found on the Department of the Army, Deputy Chief of Staff for Personnel website at <http://www.odcsper.army.mil/hr>. The report will include--

(a) The number of EO complaints received by type and the number substantiated, unsubstantiated, and pending.

(b) The number of units by echelon (company, battalion, brigade, or equivalent) and the number of EOAs required, authorized, and assigned.

(c) The number of unit climate assessments conducted, to include the date, unit, and type (equal opportunity climate assessment survey (EOCAS) or DA Command Climate Surveys).

(d) The unit, date, type, and length of human-relations training conducted and the number of leaders and soldiers present.

(e) The unit command profile and unit population by racial and ethnic designation categories (REDCAT).

(f) The number of staff-assistance visits, ethnic observances, and unit assessments conducted.

(2) The status of unit EOLs (the number required, assigned on orders, and trained or untrained).

b. By 15 October each year, major reporting commands will submit their Annual Narrative and Statistical Report (ANSR).

(1) The ANSR will be submitted in the DA automated database format and consist of a roll-up of previous quarters in the year.

(2) Commanders will review the ANSR with the EOA and sign a copy of the report. The report will be filed locally.

c. By the end of 1st quarter each fiscal year, commanders of major reporting commands will require an AAP progress report on the recently completed ANSR from subordinate units. This report will include--

(1) Unit command climate status.

(2) Aspects of AAP progress.

(3) Review of key statistical data on personnel actions affecting soldiers (key-leadership or career-enhancing position assignments, awards, promotions, and negative administrative or disciplinary actions).

(4) Goals to correct identified negative imbalances.

SECTION II

AAP CONTENTS AND REQUIREMENTS

7. DEVELOPING AN AAP

a. Goal. USAREUR commands and their subordinate commands will develop effective AAPs.

b. Basis for Goal. AR 600-20, DA Pamphlet 600-26, and TC 26-6.

c. Objective. Commanders will develop AAPs to--

(1) Assess, monitor, and respond to discriminatory behavior and actions, strengthen the command climate, and provide insight, through specific actions, into the unit's combat effectiveness.

(2) Evaluate EO progress. The AAP will be revised each year to sustain effectiveness of past actions and develop additional EO goals and strategies.

d. Action.

(1) By the end of 2d quarter each fiscal year, brigade commanders and above will develop or update the command AAP. By 1 April each year, commanders will copy-furnish their AAP to the next higher headquarters for review.

(2) The AAP will include the development of achievable EO goals and corresponding implementation strategies to promote a healthy command climate. The AAP must state the desired result. The AAP will include--

(a) An assessment of personnel in key-leadership or career-enhancing positions by race and gender ([para 8](#)).

(b) An assessment of positive and adverse personnel actions (awards, promotions, punishments, and demotions) by race and gender ([paras 9 thru 11](#)) for two-star (O8) commands and below.

(c) An assessment of the unit's EO and EOL training status and plans to correct identified deficiencies ([paras 12, 13, and 15](#)).

(d) A review of EO complaints to determine identifiable trends and possible corrective actions ([para 14](#)).

8. ASSIGNMENT AND POSITION ANALYSIS BY RACE AND GENDER (AVAILABLE POOL)

a. Goal. Ensure fairness (by race and gender) in personnel assignments.

b. Basis for Goal. AR 600-20 and DA Pamphlet 600-26.

c. Objective.

(1) Ensure data on current personnel is available by position, race, and gender.

(2) Identify and evaluate trends and provide recommendations when appropriate.

d. Action. Twice a year, brigade and division (or equivalent) commanders and personnel officers will--

(1) Conduct an analysis of soldiers by assignment, position, and REDCAT to determine the number of women and minorities in key-leadership or career-enhancing positions. Opportunities to conduct this analysis could be during quarterly training briefs (QTBs), training management reviews, or other available forums.

(2) Determine who is in the available pool for assignment to key-leadership or career-enhancing positions. Qualifications (education and experience) may be used to determine the available pool as long as these same qualifications are used to determine the majority pool.

(3) Determine if the results of [\(1\) above](#) are comparable to the available pool ([\(2\) above](#)). If they are not comparable, commanders will determine the reasons.

(4) Maintain statistical data on minority and female officer and noncommissioned officer (NCO) key-leadership or career-enhancing positions. This data should include branch- and non-branch-qualified numbers.

9. CAREER DEVELOPMENT AND PROMOTIONS

a. Goal. Ensure fairness in career-development, school attendance, and attendance at required developmental courses.

b. Basis for Goal. AR 600-20 and DA Pamphlet 600-26.

c. Objective.

(1) Ensure all soldiers receive an equal opportunity for career progression and training.

(2) Monitor promotions through the rank of SSG to ensure selection is based on merit, fitness, and ability.

d. Action. Twice a year, brigade and division (or equivalent) commanders will analyze available data by REDCAT to ensure all soldiers have an equal chance for promotion and training. Opportunities to conduct this review could be during QTBs, training management reviews, or other available forums.

10. AWARDS

a. Goal. Ensure fairness in the awards process.

b. Basis for Goal. DA Pamphlet 600-26, chapter 3.

c. Objective.

(1) Ensure deserving soldiers receive appropriate recognition for contributions and achievements.

(2) Develop a system to analyze statistical data for awards by race and gender.

(3) Identify award imbalances by race and gender and take action to correct imbalances.

d. Action. Twice a year, brigade and division (or equivalent) commanders; supervisors; assistant chiefs of staff, G1 (personnel); adjutants; and EOAs will--

(1) Maintain and analyze data on the following awards by race and gender:

(a) Legion of Merit.

(b) Meritorious Service Medal.

(c) Army Commendation Medal.

(d) Army Achievement Medal.

(2) Identify trends, compare population demographics, evaluate results, and establish corrective measures to adjust imbalances in [\(1\) above](#) where deviations cannot be adequately explained. The demographic comparison should also include a comparison of the number of individuals recommended for awards to those who received awards.

11. DISCIPLINARY ACTIONS

a. Goal. Ensure fairness in the administration of non-judicial punishment and courts-martial.

b. Basis for Goal. DA Pamphlet 600-26.

c. Objective. Analyze by REDCAT Article 15s, punitive discharges, and court-martial actions. Compare data to unit demographic, determine the reasons for imbalances, and develop potential corrective measures.

d. Action. Twice a year, brigade and division (or equivalent) commanders and staff judge advocates will--

(1) Analyze statistical Uniform Code of Military Justice data by REDCAT in the following areas:

(a) Article 15s by category (summary and formal).

(b) Courts-martial by category (summary, general, and special).

(c) Punitive discharges.

(2) Identify trends, compare population demographics, evaluate results, and establish corrective measures to adjust imbalances in areas [\(\(1\) above\)](#) where deviations cannot be adequately explained.

12. EO PERSONNEL STAFFING AND USE

a. Goal. Ensure authorized EOA and EOL positions are filled with Defense Equal Opportunity Management Institute or 7ATC trained personnel. This ensures units have the minimal staffing needed to fulfill the requirements of the USAREUR Equal Opportunity Program.

b. Basis for Goal. AR 600-20.

c. Objective.

(1) Acquire Defense Equal Opportunity Management Institute trained personnel for valid EO program personnel authorizations.

(2) Ensure EOLs complete the 7ATC EOL course or an 80-hour TRADOC-certified EOL course.

d. Action.

(1) Full-time EOA will be appointed at each brigade or equivalent command. Commanders will use assigned EOAs for the purpose for which they are trained.

(2) Commanders will report the number of EOAs required, authorized, and assigned on the QTB, QNSR, and ANSR.

(3) Each battalion and company-level unit will have a minimum of one EOL. EOLs must have completed the 7ATC EOL course or an equivalent 80-hour TRADOC-certified EOL course during their current tour of duty.

(4) Commanders will report the number of EOLs required, authorized, assigned, trained, or scheduled for training on the QTB, QNSR, and ANSR.

(5) Commanders will collect, maintain, and compare the demographic data of EOLs and manage it to reflect unit demographics. Commanders will take steps to correct significant imbalances.

13. UNIT EO CLIMATE ASSESSMENTS

a. Goal. Use EOCAS results to promote a climate of equality, fairness, and justice.

b. Basis for Goal. AR 600-20.

c. Objective. Commanders will determine--

(1) The baseline for adjustments to unit initiatives, plans, programs, and human-relations training.

(2) How members of the unit perceive equality and fairness in the unit.

d. Action.

(1) Company or detachment commanders will administer the EOCAS and DA Command Climate Surveys within 90 days of assuming command. These surveys may be administered at the same time. Surveys should be administered within 30 days after assuming command to allow time to analyze the survey results and develop initiatives to address areas of concern. These surveys are optional for battalion commanders.

(2) EOAs will assess the results of the EOCAS and provide the assessment through the brigade commander to the company commander. Further assessment (individual or group interviews, and analysis of unit chapter actions, bars, records, and complaints) should be conducted if significant areas of concern are identified.

(3) Commanders will report the date the EOCAS and DA Command Climate Survey were conducted and the date the follow-up surveys are scheduled during the next QTB.

(4) Commanders will develop initiatives to address areas of concern raised by the survey results.

(5) Results of the DA Command Climate Survey will be retained by the company or detachment commander.

(6) Within 1 year after the initial survey (normally 6 to 8 months), commanders should again assess the unit with the EOCAS and DA Command Climate Survey. Commanders should compare these results with those from the earlier survey, make their assessment, and identify needed adjustments.

14. COMPLAINT-PROCESSING PROCEDURES AND TIMELINES

a. Goal.

(1) Fair and impartial investigations of EO complaints.

(2) Prompt and recurring updates to the complainant until the complaint is resolved.

b. Basis for Goal. AR 600-20.

c. Objective.

(1) Ensure EO investigations are objective, neutral, and conducted fairly and quickly.

(2) Strengthen the chain of command and unit cohesion by meeting timelines in AR 600-20.

(3) Ensure all soldiers have access to an EOA for redress of complaints.

d. Action. Commanders will--

(1) Periodically review unit formal complaint data, identify trends, evaluate results, and establish corrective measures to address problem areas.

(2) Post EO-complaint-reporting procedures and time-lines as prescribed in AR 600-20.

(3) Address informal complaints with the same urgency and sincerity as used when addressing formal complaints. Complaints do not need to be in writing.

(4) Periodically review formal complaint-completion timelines using the QNSR and ANSR and establish corrective procedures to ensure complaints are processed quickly.

(5) Ensure the EOA conducts a complaint follow-up with the complainant the and accused between 30 to 45 days after the initial complaint investigation is finalized.

(6) ASG and base support battalion (BSB) commanders will ensure EOAs are available to accept complaints and advise commanders of tenant organizations who do not have an assigned EOA or one located within a reasonable distance.

15. TRAINING AND EDUCATION

a. Goal. Ensure soldiers, civilian employees, and family members receive meaningful human relations training to promote a healthy command climate.

b. Basis for Goal. AR 600-20 and [UR 350-1](#).

c. Objective.

(1) Commands will attain 100-percent attendance at EO training.

(2) General officers and other specific leaders will receive annual EO training.

(3) EOAs will conduct EO orientation training for newly assigned soldiers within 45 days after they arrive in the command. Family members should be encouraged to attend.

(4) Commanders, command sergeants major (CSMs), and first sergeants (1SGs) will receive EO training.

(5) Soldiers will receive human-relations training quarterly. Two training sessions will address the prevention of sexual harassment (POSH).

(6) Human-relations training will be conducted during inprocessing briefings at the local inprocessing training center (ITC).

d. Action.

(1) HQ USAREUR/7A will annually conduct an executive-level training session on leadership and human-relations topics during the USAREUR Senior Leader Conference.

(2) ASG and BSB commanders will include EO and POSH training in ITC orientations for new soldiers using the standardized 4-hour program of instruction provided by the Deputy Chief of Staff, Operations, USAREUR. The BSB EOA normally takes the lead in providing the ITC training for the community. DA civilian employees and family members should be encouraged to attend the orientation.

(a) If the BSB is not authorized an EOA, or if the EOA is absent, the BSB commander must ensure the training is completed. EO training need not be conducted by an EOA; any qualified leader familiar with the topic may conduct the training. An EOA should, however, conduct the training when possible and be present to address sensitive or complicated human-relations or cultural questions.

(b) Senior tactical commanders have an expressed interest in supporting the BSB ITC training efforts. Commanders should assist the BSB commander by making assigned EOAs available to conduct training.

(3) Commanders at all levels will ensure--

(a) Required human-relations training is reported on the QTB or yearly training briefing (YTB). This includes the type and dates of human-relations training conducted since the last QTB or YTB and the type and dates of human-relations training scheduled for the unit before the next QTB or YTB.

(b) EO and POSH training is conducted twice a year for all soldiers, NCOs, officers, and civilian employees. This training may be incorporated in the unit consideration of others program.

(c) Company commanders and 1SGs attend the Company Commander and First Sergeant Course at 7ATC within 90 days before assuming duties.

(d) Commanders, 1SGs, and civilian supervisors are directly involved in EO and POSH training sessions.

16. ETHNIC OBSERVANCES AND CULTURAL AWARENESS

a. Goal.

(1) Enhance understanding of cultural differences and achieve maximum participation of all groups in ethnic observances.

(2) Maintain a record of requests and after-action reports for future reference.

b. Basis for Goal. AR 600-20 and [UP 600-21](#).

c. Objective.

(1) Program funds and conduct ethnic observances according to AR 600-20 or as directed by HQDA.

(2) Achieve maximum organizational participation by developing planning committees. Committees will be composed of staff members and representatives of subordinate units.

(3) Achieve maximum attendance at ethnic observance activities by advertising the events and ensuring personnel who want to participate in observance activities are given the opportunity to do so.

d. Action. ASG, BSB, and tactical brigade commanders, CSMs, EOAs, and EOLs (as appropriate) will--

- (1) Sufficiently fund and develop plans for ethnic observances.
- (2) Form planning committees and develop timelines and suspenses to monitor progress. Commanders will personally participate in planning committees and take a leadership role in encouraging maximum participation.
- (3) Assign project officers (not necessarily the unit EOA or EOL) to coordinate or conduct ethnic-observance events. Project officers should be junior officers or senior NCOs who, with the assistance of the EOA, carry out the commander's intent.
- (4) Coordinate their efforts.
 - (a) ASG and BSB commanders will take the lead in establishing planning committees and conducting community ethnic-observance events. ASG and BSB commanders will coordinate with tactical unit commanders for participation and assistance of tactical units.
 - (b) Tactical brigade commanders have an expressed interest in the success of community events. They will designate representatives to be on planning committees to provide unit input and assistance. Assistance may include contributing funds or providing other resources to ensure the ethnic observance meets the needs of the community and the command.
 - (c) In areas where a community EOA is not authorized or assigned, the senior tactical commander should make the unit EOA available to assist the BSB action officer in conducting the community ethnic-observance event.
 - (d) Units should report information on planned events (dates, times, locations, speakers, admittance costs, and POC) to the USAREUR Equal Opportunity Office 30 days before each observance. This information will be used to announce the events on the USAREUR Equal Opportunity website at www.per.hqusareur.army.mil/services/equal/eohomepage3b2.htm. ASG commanders should submit consolidated reports of community events.
 - (5) Include cultural observances on training calendars coordinated among ASG, BSB, and tactical commanders.
- (6) Coordinate with ASG and BSB public affairs offices to ensure ethnic-observance events are announced through appropriate media channels.

17. EQUAL OPPORTUNITY INFORMATION LINE

a. Goal.

- (1) Provide DA personnel an immediate means to address discrimination complaints.
- (2) Establish EO information lines to provide information on how to submit EO complaints.

b. Basis for Goal. AR 600-20.

c. Objective.

- (1) Provide procedural information on filing EO and sexual harassment complaints or appeals.

- (2) Emphasize the importance of EO within the unit.

d. Action. ASG and BSB commanders will--

- (1) Establish EO information lines. Individuals who answer calls on these lines must be proficient in EO-complaint processing and referral procedures and be able to answer basic questions. The use of an answering machine during nonduty hours is acceptable.

- (2) Use responses to the EO information line as part of the EO assessment of the command.

- (3) Announce the EO information line through appropriate media channels to achieve maximum use.

NOTE: The USAREUR Inspector General/Equal Opportunity Information Line telephone number is DSN 370-5555 or civ 06221-57-5555. The USAREUR Equal Opportunity Office telephone number is DSN 370-8337/6379/6479 or civ 06221-57-8337/6379/6479.

FOR ADDITIONAL INFORMATION PERTAINING TO USAREUR POLICIES GO TO:

<http://www.aeaim.hqusareur.army.mil>



[Policy Letters.htm](#)

